

Reflections

Volume 15, Number 1

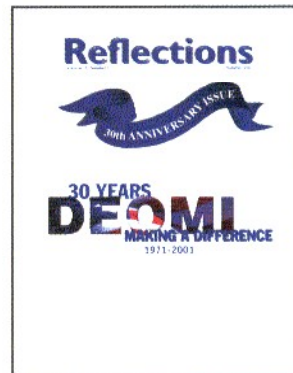
Summer 2001



30 YEARS
DEOMI
MAKING A DIFFERENCE
1971-2001

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REFLECTIONS

Reflections is a publication of the Defense Equal Opportunity Management Institute, Patrick Air Force Base, Fla. REFLECTIONS is published twice annually with a controlled circulation of 2,500 and postage paid at Patrick AFB. The journal provides equal opportunity and equal employment opportunity specialists of all DoD Services and the Coast Guard with the latest equal opportunity news, information and features complementing the instruction at DEOMI. Opinions expressed herein are not necessarily those of DEOMI,

DoD, or the U.S. Government. Please mail articles, photos and comments to DEOMI Public Affairs Office, 740 O'Malley Road M.S. 9121, Patrick AFB, FL 32925; or e-mail to: derrick.crawford@patrick.af.mil.

Telephone (321) 494-2853/DSN 854-2853; FAX: (321) 494-5534/DSN 854-5534. *Reflections Online* can be found at the DEOMI World Wide Web home page: <http://www.patrick.af.mil/deomi/deomi.htm>.

Commandant
Public Affairs Officer
Editor

Col. Jose Bolton Sr.
Capt. April Dillard
Sgt. 1st Class Derrick D. Crawford



Discussions

New forum allows readers to sound off

By Sgt. 1st Class Derrick Crawford
Reflections Editor

We are creating a new section in *Reflections* called "Just the Fax." It is a place our readers can voice their opinions about articles, policies and events highlighted in the magazine.

We welcome readers' views. Include your name, rank, duty phone number and address. We may condense your views because of space. We can't publish or answer every one, but we'll use representative views.

Reflections magazine provides equal opportunity and equal employment opportunity specialists of the Department of Defense and the Coast Guard with the latest news, information and features. Our aim is to complement the instruction you have received at DEOMI.

As we look to improve our support of the equal opportunity and equal employment opportunity community, we at *Reflec-*

tions seek insightful input from practitioners in the field.

You can help make your magazine more useful by becoming more involved. How can you help? Well, there are two ways you can have an impact on the quality of the magazine.

Survey says

First, take the time to complete the readership survey included in this issue on pages 5 and 6. We take these surveys seriously because it is first-hand feedback from our customers — you.

Like all surveys, its success depends on a timely response and ample participation. This is an opportunity for you to give us an overall impression of how you think we are doing and suggestions on ways we can do a better job.

Writers wanted

Secondly, put your writing training to good use and submit articles to *Reflections* about equal opportunity and equal employ-

ment opportunity issues affecting your commands and lessons-learned in dealing with them. Share your experiences with others.

Your input can create an informative exchange of ideas with human relations professionals at other commands, as well as DEOMI.

It can provide a vital connection between what is taught at DEOMI and how it's being used at your local organizations.

When submitting articles, there is a particular format to follow.

Stories should be typed and double-spaced on one side of paper. Include the full name and rank of the author and list the organization and duty phone number in case more information is needed.

Fax comments or articles to: (321) 494-5534/DSN 854; or mail to: Just the Fax, DEOMI-PA, 740 O'Malley Rd., MS 9121, Patrick AFB, FL 32925-3399. You can also email to: derrick.crawford@patrick.af.mil.

Disability Omissions

I am the director of the DoD Computer/Electronic Accommodations Program (CAP), the centrally funded program to provide assistive technology and accommodations to people with disabilities in DoD.

I am also a regular guest lecturer at DEOMI for the EEO Officers, EEO Specialist and Special Emphasis courses.

I received a copy of the *Reflections* - Summer 2000 issue and would like to "reflect" on your lack of inclusion of people with disabilities.

Your cover story focused on "Planning an Observance". The article includes a side-bar of the annual events and totally excluded "National Disability Employment Awareness Month" October 1-30.

This truly reflects poorly on DEOMI and its views on disability. This year I served as the Presiding Official for the 20th Annual Awards Ceremony for National Disability Employment Awareness Month at the Pentagon. It was hosted by the Honorable Bernard Rostker, Under Secretary of Defense (Personnel and Readiness).

The Honorable Alphonso Maldon Jr.

Just the Fax.....

gave the opening remarks to the 400 attendees recognizing our outstanding employees with disabilities.

On July 26, 2000, the tenth anniversary of the American with Disabilities Act, President Clinton signed an executive order requesting Federal agencies to hire 100,000 individuals with disabilities. Secretary Cohen signed a memo on October 11, 2000 with his plans for DoD to hire 32,000 in the next five years.

I would hope this would get the cover story in a future issue along with CAP and its successes. Please visit our web site at <http://www.tricare.osd.mil/cap>.

In the National Defense Authorization Act, we were granted the authority to provide accommodations to any federal department or agency as being the model in the Federal sector.

Thank you for your attention and I hope to see better and more inclusive information regarding equal employment in future issues of *Reflections*.

Dinah Cohen
Director, CAP

Editor's Note: I appreciate your feedback about our lack of inclusion of people with disabilities and assure you that it was not our intention to be exclusive.

We regretfully did not include information about National Disability Employment Awareness Month being recognized in October in the Summer 2000 Reflections article about observances.

We hope to improve our inclusion of all facets of EO/EEO. We have included an article highlighting the Computer/Electronics Accommodations Program (CAP) in this issue (See Page 11), and will highlight efforts to provide Internet access to all employees in a future issue.

Unfortunately, we only publish Reflections twice a year, which does not give us the flexibility to cover every story we would like.

We are constantly searching for ways to improve the content of the magazine and to be more inclusive of all or at least the majority of EO/EEO stories in DoD. We welcome stories and story ideas from the field.

Again, thanks for your feedback and concern.

Outgoing commandant reflects on time at DEOMI

By Col. Jose Bolton Sr.
DEOMI Commandant

In my personal journey in the equal opportunity business, many years ago, we thought we were in business to go out of business. But time and events allowed us to really see reality—equal opportunity needs to always be a part of the way that we do business. Without it intertwined into the culture of our everyday mission objectives, we cannot possibly function as the strongest military on earth.

During the Defense Race Relations Institute (DRRI) era, we did not have all the answers, nor did we clearly see towards the 21st century, but leaders with great forward thinking made the difference. They boldly moved in the right directions fearlessly asking the tough questions and demanding the right answers. With this and other assets, we were able to move an institute focused primarily on race relations into an institute with a unique and dynamic approach to equal opportunity. As long as we continue

I will miss the fight with all of you, but I will move into new avenues with the ability to impact the Air Force directly and in a different way.

to build the Defense Equal Opportunity Management Institute on a bedrock of effective communication, integrity, cohesion, and inclusion, we are certain to encounter new horizons and new dimensions.

This is where each of you plays a significant role. In the past five years at DEOMI, each of you has given me more than I can ever give back. I have had the opportunity to work with world-class professionals who are serious about equal opportunity and extremely competent in insuring that every one that comes through these doors are serious too. Some of you, who have been fortunate to serve here, will



Col. Jose Bolton Sr.



Photo by Sgt. 1st Class Derrick Crawford

Col. Jose Bolton Sr. passes the guidon to Gail H. McGinn, principal deputy assistant secretary of defense for force management policy, during a change of command ceremony May 30. (See story on page 7.)

never leave the same way you came in no matter how hard you try. You may always feel the energy to fight the war of discrimination outside these perimeters where it counts. I will miss the fight with all of you, but I will move into new avenues with the ability to impact the Air Force directly and in a different way. This somehow comes natural for me because I've never let a day go by when I wasn't doing something in the spirit of equality. Even during vacation, I am still at DEOMI, be it purchasing videos or buying books that deal with this unique topic. It is my life 100 percent.

Now, I will go into this new job with the same kind of passion that I discovered in this one. I started this job smiling and I will leave smiling, because this has been the best assignment I've ever had and I've had outstanding assignments. It doesn't get any better than this for me, both professionally and personally. I wish all of you at DEOMI and in the field much success in your future endeavors. I appreciate the opportunity to have served with you all.

Discussions

Reflections Readership Survey

Reflections magazine is published twice a year by the Defense Equal Opportunity Management Institute's Public Affairs Office. To better assist commanders and equal opportunity advisors in the field, we are soliciting your ideas and opinions on the magazine so we can better serve your needs. Please take a few moments to complete the survey below. Circle or fill in your responses as appropriate. We would like to receive your responses by Oct. 26, 2001. Thanks in advance for your time and assistance. Mail to: DEOMI-PA, 740 O'Malley Rd., MS 9121, Patrick AFB, FL 32925-3399; or fax at (321) 494-5534\DSN 854-5534.

1. Did you receive a copy of the Volume 2, 2000 *Reflections* magazine?
Yes No

2. If you did not receive the Volume 2, 2000 issue of *Reflections*, what was the last issue (if any) you received or read? _____

IF YOU HAVE RECEIVED OR READ REFLECTIONS SUMMER OR WINTER 2000, PLEASE ANSWER THE REMAINING QUESTIONS. IF YOU HAVE NOT RECEIVED A COPY OF REFLECTIONS SUMMER OR WINTER 2000, FILL OUT YOUR ADDRESS IN ITEM 21 IF YOU DESIRE A COPY AND RETURN THE QUESTIONNAIRE.

3. I found the information in *Reflections* to be useful to me as a commander or EO/EEO practitioner:
All of it Most of it Some of it Almost none of it None of it

4. The amount of information and articles on my particular Service is ...
Too much About right Not enough

5. I believe the number of articles in *Reflections* about individual experiences is ...
Too much About right Not enough

6. I believe the number of articles in *Reflections* about policy and regulations is ...
Too much About right Not enough

7. I have found the articles in *Reflections* to be timely ...
Always Most of the time Some of the time Seldom Never

8. I have found the articles in *Reflections* to be accurate ...
Always Most of the time Sometimes Seldom Never

9. I have found the articles in *Reflections* to be interesting ...
Always Most of the time Sometimes Seldom Never

10. I have found the graphics or photographs in *Reflections* to be interesting or informative ...
Always Most of the time Sometimes Seldom Never

Discussions

11. I usually share my copy of **Reflections** with others in the unit ...

Always

Most of the time

Sometimes

Seldom

Never

12. I would like future issues of **Reflections** to contain more information on ...

13. I would like future issues of **Reflections** to contain less information on ...

14. As an EO/EEO practitioner or commander faced with equal opportunity issues, **Reflections** magazine could best help me do my job providing me with information, ideas or research on ...

15. I would like information on having articles about my service, unit or organization printed in **Reflections**

Yes

No

16. My branch of Service is:

Army

Air Force

Navy

Marines

Coast Guard

Other _____

17. I am a commander:

Yes

No

18. I am an EOA or EEO practitioner:

Yes

No

19. I would like to remain on the mailing list for **Reflections**:

Yes

No

20. **Reflections** can best meet my needs as an EO/EEO practitioner if it is published:

Once a year

Twice a year

Quarterly

Monthly

21. Additional comments about the magazine (Please use this space to correct your address if necessary):



(Left) Gail H. McGinn, principal deputy assistant secretary of defense for force management policy, and Capt. Robert D. Watts (r.) prepare for the passing of the guidon from Master Chief Roland Viado. (Photos by Sgt. 1st Class Derrick Crawford)

(Below left) Members of the Color Guard depart after presenting the Colors.

(Below) Col. Jose Bolton Sr. reacts after receiving the Defense Superior Service medal from McGinn.



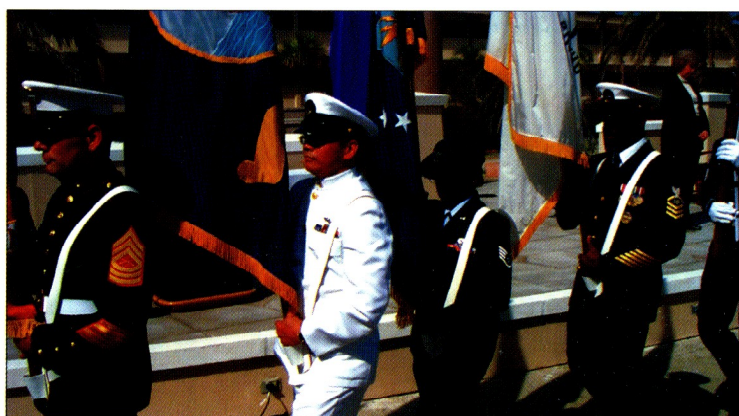
Navy captain takes helm at DEOMI

By Sgt. 1st Class Derrick Crawford
Reflections Editor

Navy Capt. Robert D. Watts became the 12th commandant of the Defense Equal Opportunity Management Institute (DEOMI) in a change of command ceremony 10 a.m., May 30 at Memorial Plaza, Patrick Air Force Base, Fla.

Over 100 people attended the ceremony, including military and Department of Defense civilian leaders such as Claiborne D. Haughton Jr., acting deputy assistant secretary of defense for equal opportunity; Maj. Gen. Claude Bolton, the outgoing commandant's brother and commander of the Air Force Security Assistance Center, Wright-Patterson Air Force Base, Ohio; and Brig. Gen. Donald P. Pettit, commander of the 45th Space Wing, Patrick Air Force Base.

Watts assumed commandant responsibilities from Air Force Col. Jose Bolton Sr., who will go on to be the dean of Civilian Institution Programs at the Air Force Insti-



tute of Technology at Wright-Patterson Air Force Base.

Presiding officer, Gail H. McGinn, the principal deputy assistant secretary of defense for force management policy, welcomed Watts while lauding DEOMI's achievements under Bolton's direction. "Colonel Bolton, we will take good care of your legacy here," said McGinn. "Captain Watts, we look forward to the growth and accomplishments of this one-of-a-kind institute under your excellent leadership."

A former helicopter pilot and wing commander, Watts is the Institute's first Navy commandant in 20 years. He looks to expand DEOMI's presence, particularly in professional military education schools. He envisions DEOMI as the "Harvard of equal

opportunity and equal employment opportunity education."

"I expect people to think of DEOMI when they want the best equal opportunity and equal employment opportunity training," Watts said.

It was a bittersweet occasion for Bolton, who leaves after ushering in the Institute's 30th anniversary and first summit. He said it was the kind of assignment that allows you to "have your cake and eat it, too."

"I was smiling when I took command, and I leave smiling," Bolton said. "I have learned a lot during my years here. At DEOMI, the mission means more than equal opportunity and equal employment opportunity. It means communicating with people and creating links internationally."



Jack Schrader, acting Deputy Assistant Secretary of Defense for Civilian Personnel Policy, speaks to summit attendees. (Photo by Jim Laviska)

DOD leaders, international military exchange diversity ideas with corporate sector

By Sgt. 1st Class Derrick Crawford
Reflections Editor

Human relations professionals, academicians, and policymakers from the Department of Defense, military and civilian sector gathered for the first Defense Equal Opportunity Management Institute Summit held April 17-19 at the Radisson Resort in Cape Canaveral, Fla.

Approximately 275 people, including foreign military representatives, attended the summit, said B.J. Marcum, the summit's deputy project officer. They participated in several working groups and panel discussions.

The objective was to study various perspectives on equity in DoD, while identifying emerging challenges and how to combat them. Participants also shared best practices that work for managing diversity in their particular organizations.

"This is, as far as I know, the first where we've had this big of an infusion from all

dimensions of our society – military and civilian from the public and private sectors," said Col. Jose Bolton Sr., DEOMI commandant. "These were not just human relations practitioners, but people who are taking a longitudinal look at the movement of equity in our society, as well as those who are looking to the future with things like the concern for subtle discrimination."

It also was a first that so many senior EO/EEO policymakers convened together outside of Washington D.C., said Bolton. "They really wanted to talk about the issues and they knew the time was right to do that, so they were eager to get about the business of doing that," said Bolton.

Among those at the summit were Claiborne D. Haughton Jr., acting deputy assistant secretary of defense for equal opportunity; Vice Adm. Patricia A. Tracey, deputy assistant secretary of defense for military personnel policy; and Jack

Schrader, acting deputy assistant secretary of defense for civilian personnel policy.

Workshops focused on six areas: Equity in the Department of Defense, Contemporary EO/EEO Issues Confronting Organizations, the Changing Faces of Discrimination I and II, Leveraging Best Practices from Services and Corporate America, and Joint and Combined Operations Interface.

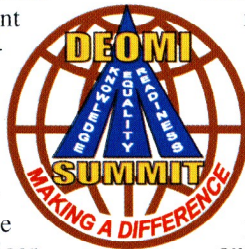
The ideas developed during the workshops and panel discussions will help produce better strategies on improving how DEOMI supports equal opportunity and equal employment opportunity practitioners in the field. Each working group produced a final presentation that officials hope to make available on DEOMI's Internet website.

"There was a lot of information presented there, especially during the 'Best Practices' working group," said Bolton. "Particularly, South Africa had some very good trend data that showed what they were doing policy-wise and educationally was improving the climate at the grass-root level."

"That points to something many organizations don't do, and those who do, don't do it as well as they could — and that is assessment. It's critical that there be professional assessment done more than once every three to five years. It needs to be done more frequently than that in order to see if your policies or activities, put in place, are really working. That's a solid message that we got out of it."

It was just one example of how the summit facilitated the sharing of ideas and a search for new ways of managing diversity. "We need to keep on pushing and be innovative, not resting on the laurels of the past," said Bolton.

By bringing together EO/EEO practitioners and policymakers, the summit was the first of what Bolton hopes will be more to come. "I would hope that within the next year or so we revisit the summit to focus on a couple of hot issues and see if we can work toward a resolution."



DACOWITS marks 50th anniversary

Army News Service

The Defense Advisory Committee on Women in the Service marked its 50th anniversary April 18-22 with a Full Honor Review, a trip to Fort Lee, Va., and a spring conference.

As eyes and ears of the secretary of defense, DACOWITS members have been observing military training since the group was founded by George Marshall in 1951. DACOWITS members meet with service members at various installations and report back to the secretary of defense on how policies affect women's career progression.

About 200 soldiers from the 3rd U.S.

Infantry (The Old Guard), military police and U.S. Army Band members participated in the Full Honor Review ceremony. DACOWITS members participated in their spring conference discussing issues affecting women in the military.

The committee is made up of civilian women and men who are appointed by the secretary of defense to offer recommendations on issues such as gender discrimination, leadership commitment to the sexual harassment policy, childcare, and women's health care.

During their conferences, DACOWITS members hear briefings, hold committee

discussions and report on research conducted over the previous months.

The role of women in the military has expanded greatly since then-Secretary of Defense Marshall founded the advisory group, said Marene Allison, DACOWITS vice chair.

"I hope to accomplish the mission of DACOWITS," Allison said. "Women's role has expanded. It can be expanded even more, and we should use every soldier to increase the readiness of our Service, not just because they are men and not just because they are women, but because they are good soldiers."

DR preps for fourth EO/EEO symposium

By Jerry C. Scarpate

Acting Director of Research

One of the primary objectives of the Directorate of Research is to serve as a clearinghouse for equal opportunity (EO) and equal employment opportunity (EEO) research.

Since 1994, the directorate has addressed this objective by sponsoring biennial research symposiums. The tradition will continue this year with the 4th Biennial EO/EEO Research Symposium to be held Dec. 5-6, 2001 at the Double Tree Oceanfront Hotel, Cocoa Beach, Fla.

As with its predecessors, this year's session should be a valuable outlet for research on military EO/EEO issues and provide an opportunity for discourse on many important topics. The Directorate of Research and the DEOMI Research and Evaluation Committee sponsors the symposium.

This year's symposium should encourage behavioral scientists, both within the military and outside the Department of Defense, to report on EO/EEO research issues.

The two-day program will include presentations, panel sessions and poster sessions. Each presentation and session will be scheduled in succession. There will be no concurrent activities. This format allows the attendees to experience every segment of the program and not have to choose between competing presentations or sessions.

Anticipated attendees include social science researchers, EO/EEO professionals, and DEOMI faculty and staff members.

If the positive feedback received from previous symposiums is any indication of what we can expect from the upcoming program, the 4th Biennial EO/EEO Research Symposium should be a very successful clearinghouse vehicle for expanding knowledge on important EO/EEO issues within the military.

For more information on the 4th Biennial EO/EEO Research Symposium, see the announcement on the DEOMI web page at www.patrick.af.mil/deomi/deomi.htm.

BG Epps to command Connecticut Air Guard

DEOMI Public Affairs

Brig. Gen. Mary Ann Epps, a former DEOMI staff member, was appointed as the first African-American female commander of the Connecticut Air National Guard April 8.



File photo

Brig. Gen. Mary A. Epps

During her career, Epps has been a pioneer. She is the first African-American and the first female to achieve the rank of colonel and eventually brigadier general in the history of the Connecticut Air National Guard.

As commander, Epps will oversee nearly 1,200 airmen and women of the Air National Guard 103rd Fighter Wing in East Granby, Conn., and the 103rd Air Control Squadron in Orange, Conn.

Before her promotion to brigadier general and appointment to the top position in the Connecticut Air National Guard, Epps served for three years as an advisor to the DEOMI commandant on all Air National Guard issues pertaining to equal opportunity training, education, and awareness.

It will be a homecoming of sorts for Epps, who has been a member of the 103rd Fighter Wing for 22 years. She joined the Air National Guard in June 1976 and received her commission as first lieutenant in 1977. She was Medical Squadron commander for six years before her assignment at DEOMI.

■ More coverage on Page 23



(Left) Equal Opportunity Advisor Course (EOAC) students listen to a class presentation. Students can now earn up to academic credit hours at completing the 15-week course. (Below) Sgt. 1st Class Caroline Holman, EOAC student, comments during a class lecture. (Photos by Sgt. 1st Class Derrick Crawford)

DEOMI ACEs course review

Students to get more college credits for completing Equal Opportunity, Equal Employment Opportunity courses

By Sgt. 1st Class Derrick Crawford
Reflections Editor

The American Council on Education (ACE) reviewed six Defense Equal Opportunity Management Institute (DEOMI) courses March 22-23 and recommended an increase in the amount of academic credit colleges should award students who complete them. Students can now earn up to 29 academic credit hours, depending on the course taken.

"For DEOMI to receive recommendations from ACE lends extreme credibility to the significance of our course offerings," said DEOMI Vice Commandant Col. Floyd Miller. "That DEOMI courses are recommended by such a prestigious accrediting agency for undergraduate and graduate credit is a statement to the world that our programs are comprehensive and deserve college-level credit and regard."

ACE is the umbrella organization for the nation's colleges and universities. Working with the Defense Activity for Non-Traditional Education Support (DANTES), ACE last visited DEOMI in 1990 as part of its Military Evaluations Program. The program provides a basis for recognizing



ing military educational experiences in terms of civilian academic credit.

DEOMI offers six military equal opportunity and seven civilian equal employment opportunity courses, seminars and workshops. The Department of Defense personnel and members of the Coast Guard. The curriculum develops a base of knowledge and skills that allow graduates to assess human relations climates in the organizations they serve, and to provide advice and assistance to commanders to prevent, reduce, or eliminate discriminatory practices.

The Institute's 15-week core course, the Equal Opportunity Advisor Course (EOAC), increased from 23 to 24 credits, according to Lt. Col. Robert Peterson, DEOMI's chief of curriculum. The Equal Opportunity Program Managers Course was awarded nine credits. Students in both courses now get two to five additional credits for the Service-specific classes taught during the final phase of these courses. The Equal Opportunity Advisor Reserve Component's Course now has nine credits.

Please see A
Page

CAP: Disabled employees get tools needed to stay in workforce

By Capt. April D. Dillard
DEOMI Public Affairs Officer

Seventy-five percent of 30 million American adults with serious disabilities are unemployed or underemployed. Computers, software, and other special technology designed to accommodate people with disabilities would allow this untapped resource to work.

"The disability population is the most underutilized resource for employment in America. Ensuring people with disabilities receive accommodations is an equal opportunity event," said Anne Schiffiano, equal employment opportunity officer for the Defense Information Agency. Schiffiano has been managing disability programs since 1980.

More than 12,000 people with targeted disabilities work for the Department of Defense as managers, engineers, medical technicians, and more. The DoD's goal is to have individuals with targeted disabilities to represent at least two percent of the DoD workforce.

"As our workforce ages, people are becoming more and more aware of what disability means. It does not always mean sitting in a wheel chair," said Schiffiano. "It is the one population that everyone, if we are fortunate to live long enough, will become a part of."

Equal employment opportunity practitioners who attended the Defense Equal Opportunity Management Institute's EEO Specialist Course recently learned a valuable lesson on becoming change agents to ensure that people with disabilities receive equality and fair treatment in the DoD.

"You are all disability accommodation managers. Anyone can come to you for accommodations (and you have to be able to properly advise them and advocate their needs)," said Dinah Cohen, director of the Computer/Electronic Accommodations Program (CAP). "The more you un-



Photo by Sgt. 1st Class Derrick Crawford

Renee Harrington (left), an EEO specialist, Defense Logistics Agency, attends DEOMI's EEO Course. derstand, the better prepared you will be. You *will* have disabled people in your workforce."

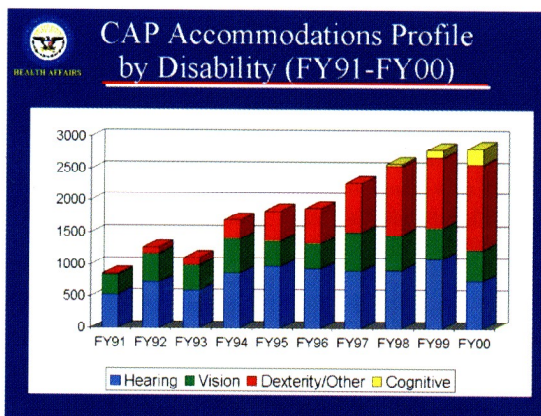
The Computer/Electronic Accommodations Program is designed to provide people with disabilities adequate accommodation technology. The program ensures that people with disabilities have equal access

job," said Cohen. "The Computer/Electronic Accommodations Program provides the right tools for people with disabilities."

Having the right tools mean using readily available adaptive technology and communication equipment to access the day-to-day barriers they face on the job. CAP is working diligently to break down those barriers.

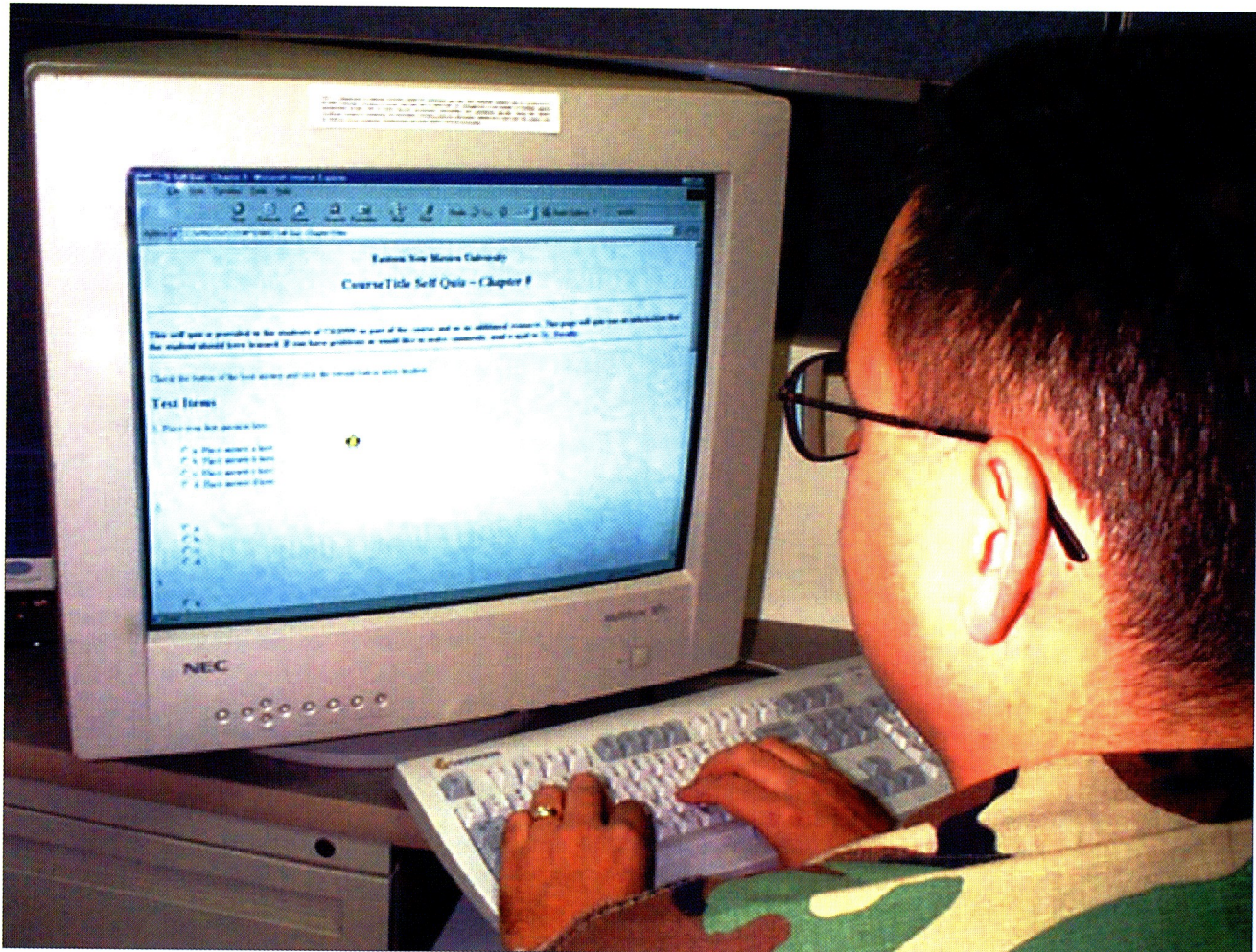
"CAP is an excellent program, because it provides employees the [reasonable accommodations] needed to effectively do their jobs. Often people think that people with disabilities can not do the job; with the equipment that CAP provides, they can," said Renee Harrington, EEO specialist, Defense Logistics Agency. Harrington has spina bifida, a disabling nerve disease that has left her unable to walk. She started working for DoD immediately after receiving her college degree from the University of Maryland.

"Ten years from now, if you have the same persons working for you, you will have someone working for you with a disability," said Cohen, "so it is not just important that employees have accommoda-



to the information environment and opportunities in the DoD despite their disability. They do this by providing assisting technology and services at no cost to the employer or employee.

"We all need the right tools to do our



DEOMI photo

DEOMI will soon offer the first phase of its Equal Opportunity Advisor Reserve Component Course online. In the past, students completed correspondence through the mail before attending the in-residence portion of the course.

Reserve Component Course goes online

Students part of technological wave

By Sgt. 1st Class Derrick Crawford
Reflections Editor

Learning online is no longer the future of education. It is happening now.

Soon, students attending the Defense Equal Opportunity Management Institute's (DEOMI) Equal Opportunity Advisor Reserve Component Course (EOARCC) here will be a part of that technological wave.

The correspondence phase of the two-part course should be accessible online in September 2001, according to deputy director of academics, Gary McGuire. The sec-

ond phase of the course will not be affected. It's done in-residence here with students participating in small group sessions for three weeks.

Reserve and National Guard members, and Department of Defense civilians attend the EOARCC and go on to advise Reserve component commanders on equal opportunity matters. In the past, students received course material and tests by mail and had very little interaction with DEOMI until the second phase. DEOMI officials expect that to change with web-based courses.

"Students can go in and review the lessons. It will be interactive. Each lesson will have questions, to which the students will provide answers," said Lt. Cmdr. Mary E. Smith, EOARCC program manager. "The

responses to the questions will serve as a measure of the students' understanding of the material and will determine whether they'll be certified to go on to the next lesson."

Video and audio clips of instructors explaining certain lesson points or illustrating examples will also be tied into the web lessons, Smith added. "It will be the next best thing to the students actually being here in the classroom."

The EOARCC is held twice a year and can accommodate 90 students per class. Students are not eligible to attend the second phase until they have completed the requirements for phase one. After completing the online course work, they will have one year to complete the second phase of

the course. If students fail to complete the first phase, they are not allowed to register for the second phase.

Online courses will not be limited to current students. The program is designed to allow individual modules to be accessed without entering the course's grouped lessons.

Smith anticipates equal opportunity advisors and representatives in the field will take advantage of those individual lessons to do refresher training.

"If a person who, for instance, is in the Army National Guard in Colorado Springs and wants to take '*Equal Opportunity Ethics*,' then they can just click on that link and go through that one lesson without enrolling into the course," said Smith.

Whatever positive impact new technology may have, McGuire says online classes will never replace small group instructions, which he called the institute's "bread and butter."

"You can't get away from it," he said. "DEOMI has been successful for 30 years with the small group instructions. DEOMI is founded and continues to stay alive based on being able to do what we get paid to do, which is work in the small groups.

"I will be the first to say that I do not see the group development process being placed online, nor do I see technology overall improving that. There's not much more you can do, as far as technology goes, educationally in the small group environment. But there's certainly a lot more we can do in the auditorium with the lecture process and how we communicate and how we distribute materials."

Placing phase one of the EOARCC online is a major step for the Institute's Distributive Learning Committee, chartered to seek new technology to be used in the classroom. The committee has partnered with the Nebraska Air National Guard and the state of Nebraska in a project called Advanced Learning Environments Research and Technology (ALERT) to provide funding and assistance in placing all nine modules of the first phase online, explained McGuire, who heads the committee.

"The (federal) government is paying for the state of Nebraska to pursue technology through innovative ideas. Our partnership with them allowed them to take dollars and put toward technology on our behalf," he said. "Nebraska and the ALERT program have spent about \$740,000."



Army Reserve photo

With online courses, Reservists and National Guard personnel can also take their equal opportunity training to the field.

DEOMI has worked closely with the ALERT program to develop a web-based course that keeps the emphasis on the content of the lesson. As they explore ways to expand its use in other courses, the committee strives to avoid having academics depend too much upon that very technology.

"We've taken steps to improve our technology, as far as communicating education goes," McGuire said. "The moment technology drives education we get away from our core mission, which is to make people more efficient and effective equal opportunity advisors.

"The thought process from the leadership is: 'Let's see if it works.' Once we get the feel that it is working, then we pursue other opportunities to provide this type of training. By far, I do see a way to use technology in some of the courses we do, especially the workshops. I can visualize us taking the workshop and broadcasting it online, but not for the core curriculum."

Currently, the Institute uses distributive learning to train students in the Equal Opportunity Advisor Course located at DEOMI's remote campus in Little Rock, Ark. DEOMI broadcasts lectures live via satellite allowing verbal interaction with instructors and students in class here.

"Where we go with this is really yet to be determined," said McGuire. "We've come a long way with what we do. It has

"I will be the first to say that I do not see the group development process being placed online, nor do I see technology overall improving that. There's not much more you can do, as far as technology goes, educationally in the small group environment."

- Gary McGuire, deputy director of academics

taken us roughly 25 years to get from having people stand in a beat up, run down auditorium and talk to a collective group of students to now, having a presentable state-of-the-art, technologically-based auditorium."

Another idea presented to the Distributive Learning Committee was to use the current satellite system to broadcast lectures worldwide to commanders in the field, giving them the ability to tap into a particular EO class for training. "To do that is going to take dollars. There are a lot of things we like to do with distributive learning, but unfortunately we can't because it's too budget consuming."

Lessons Learned

DX's Mobile Training Team helps units avoid pitfalls seen in field

By Master Chief Ann Howard
Directorate of External Training

When the Defense Equal Opportunity Management Institute's (DEOMI) Mobile Training Team visits an organization, the joint-Service team acts as the eyes and ears of the Institute. Often, what they find can help other organizations avoid the similar pitfalls.

Since the Directorate of External Training was established in 1992, its Mobile Training Team (MTT) has conducted nearly 800 training visits for more than 40,000 active, Reserve and National Guard organizations in the United States and abroad. Twelve DEOMI trainers, who make up the team, provide equal opportunity workshops and seminars to senior leaders who request the training.

Training objective

The objective of the MTT is to conduct a forum to discuss human relations issues. This forum is intended to create a safe environment for people, to not only talk about the issues affecting them and their organization, but also to allow people to listen to those issues, and sometimes hear them for the first time. The latter is more of a challenge because not all are willing participants.

Generally, when organizations contact the Directorate of External Training, an MTT team chief helps them decide what classes will best suit their needs. These training visits are generally conducted over a two-day period and consist of approxi-

mately seven classes. Organizations choose from eleven lesson topics.

It is important to fully understand your organization's needs prior to requesting the MTT in order to obtain the most effective training. During training, team members often discover that the group clearly wants to talk about a topic that was not requested. For example, issues surrounding sexual harassment are raised in almost every block of instruction, whether scheduled or not. The team can oftentimes make on-the-spot adjustments, but sometimes cannot.

Prisoners

These workshops are typical in that there are sometimes "prisoners" — individuals who do not want to be at the training. "I often hear senior audiences say, 'We don't really need this training, but the junior folks do,' while junior audiences say, 'We don't really need this training, but the senior folks do,'" said MTT Trainer Sgt. 1st Class Robert Gordon. "It becomes a finger-pointing contest."

An unwillingness to acknowledge the need for training only exacerbates the problem. Some individuals say, "It's not my problem; don't blame me for the past." Others say, "Let's forget the past and move toward the future."

While all of these statements may seem true based upon the perceptions of the people delivering them, leaders must not forget that moving forward is easier for some people than it is for others. Sometimes you just need to talk about it, and talk about it, and talk about it in order to gain a greater understanding of the issues and how they impact people.

Common patterns

Some of the other patterns and trends

brought from workshops range from gender issues to a lack of basic understanding of the equal opportunity program. For one, MTT trainer, Capt. Michael Larrazolo, notes that many commanders continue to counsel female Servicemembers differently than males.

"Only in a few instances have staff non-commissioned officers said they do counsel both genders the same," said Larrazolo. "Even more surprising is that the units' legal staff officers are giving this advice."

Shortfalls

Another tendency is the assumption on the part of equal opportunity advisors and program managers that others share their vast knowledge in the area of equal opportunity. Frankly, senior leaders participating in MTTs commonly lack knowledge in regard to equal opportunity regulations, policies, and instructions for their respective Service. A particular shortfall exists in the area of complaint procedures and the Affirmative Action Plan. Ironically, some of these individuals have specific responsibilities to either write policy or enforce it. Further, many workshop attendees are even unaware of their unit's equal opportunity representative.

Positive points

Although the emphasis of the MTT workshop is improving an organization's equal opportunity program, it doesn't mean all is wrong. One senior leader took a proactive approach by bringing his equal opportunity policy to the training. He distributed the policy to all of his commanders and provided on-the-spot clarification



Directorate of External Training photo
DEOMI instructor Master Sgt. Dennis Jones leads a group discussion during a Mobile Training Team visit.

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DEOMI celebrates 30th

Institute spans three decades of change - from its name as DRRI to its curriculum, but mission remains the same

By Sgt. 1st Class Derrick Crawford
Reflections Editor

Thirty years ago, the Department of Defense (DoD) took a historic stand against racism and discrimination, creating an educational institution charged with teaching military members how to help commanders foster positive human relations through mandatory diversity training.

Today, the Defense Equal Opportunity Management Institute (DEOMI) carries on that ambitious mission set in motion with the inception of the Defense Race Relations Institute (DRRI) in 1971.

As the Institute celebrates its 30th anniversary in conjunction with a graduation banquet April 19 at the Radisson Resort in Cape Canaveral, Fla., those associated with it reflect on its development, growth and future challenges.



DEOMI file photo

Since its inception in 1971 as DRRI, the Institute's training has centered around small group discussions.

"Only a true visionary or perhaps a dreamer could have even imagined that this Institute and the programs it develops and supports would survive and evolve to its present stature," said retired Air Force Maj. Gen. Lucius Theus, who chaired the inter-Service task force responsible for the establishment of DRRI. "I am proud to have been a part of and witnessed this evolution. As a direct result of DEOMI, we have really come a long way toward true equal opportunity in the military."

Racial disorder of the late 1960s convinced military leaders that mandatory race relations education must be provided for every member of the Armed Forces. The task force, known as the Theus Committee, examined the causes and possible cures of these disorders, which were hindering the Armed Services' ability to accomplish their missions. The committee recommendations resulted in the signing of Department of Defense Directive 1322.11 on July 24, 1971, establishing the Race Relations Education Board. The board created DRRI, and the name changed to DEOMI in 1979 to reflect its growth. Over 20,000 students have graduated from the Institute since it began.

"Today, 30 years from its inception, initially as DRRI, DEOMI is now the recognized authority on race and gender relations not only in the American military forces, but in domestic and foreign circles as well," said

"As a direct result of DEOMI, we have really come a long way toward true equal opportunity in the military," says Retired Air Force Maj. Gen. Lucius Theus, shown here at the DEOMI graduation commemorating the Institute's 30th anniversary. Theus chaired an inter-Service task force, known as the Theus Committee, whose recommendations led to the creation of the Defense Race Relations Institute, the original name of DEOMI. (Photo by Jim Laviska)

Theus. "The contributions and effectiveness of the many dedicated, hard working men and women and the unswerving support of the military and civilian leadership permitted it to respond effectively and make major contributions to the solution of the immediate problems facing our military at that time."

In the late 60s and early 70s, Servicemembers faced a society torn by the civil rights movement and the unpopularity of the Vietnam War. Dorothy Maney-Kellum, who was part of the first group of students trained at DRRI, remembers it as a time marked by turmoil inside military ranks, as well as in the general public.

"The atmosphere was intense because you had people in the military with a great

Aug. 10, 1969

The original DoD Human Goals Charter was issued by then Secretary of Defense Melvin R. Laird. The Charter has been updated and issued by every succeeding Secretary of Defense since that time.

January 1970

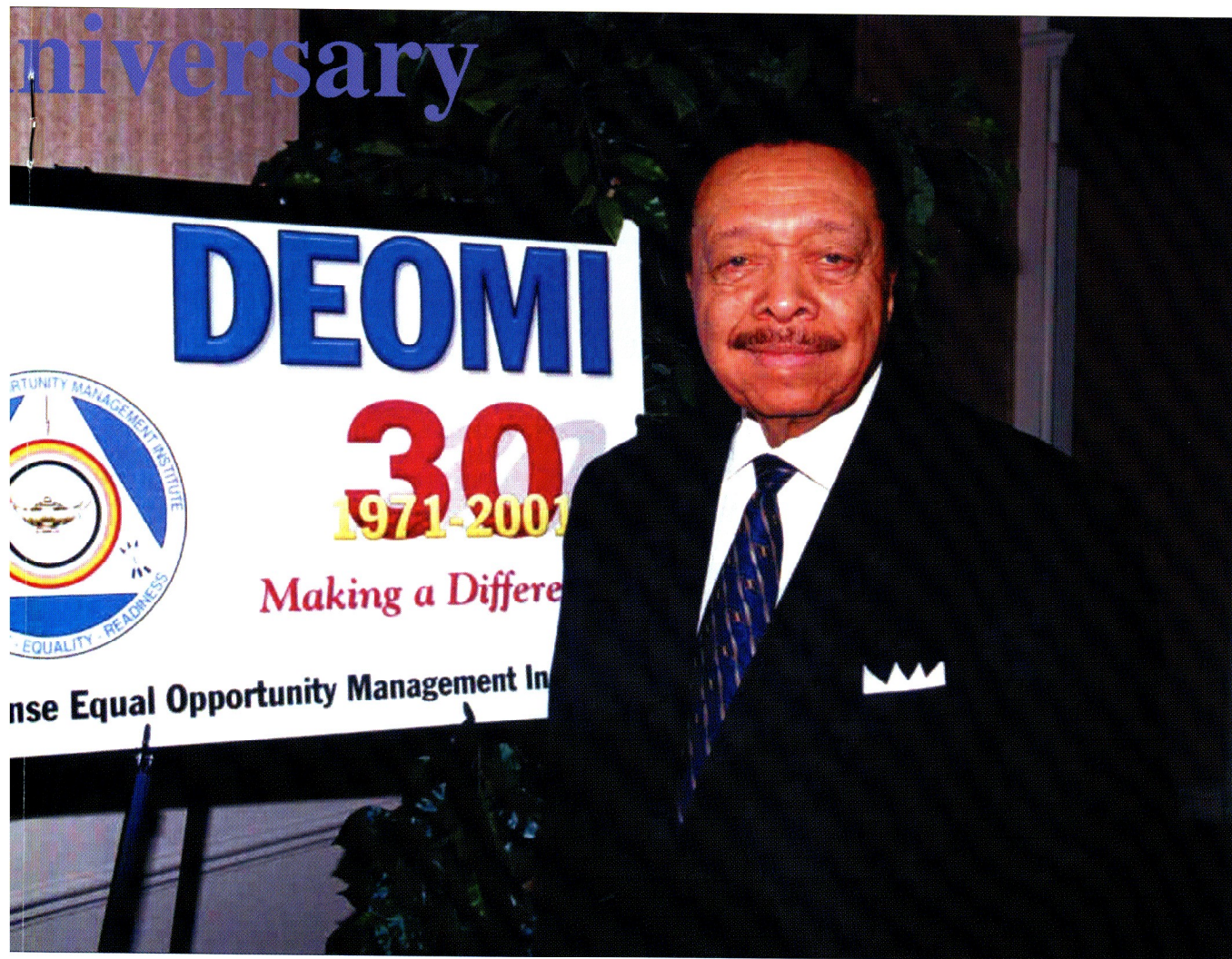
The Theus Committee, a inter-Service task force, recommends that the DoD implement a mandatory program of race relations education and that an institute be established to train instructors, who would then disseminate material on race relations throughout the Services.

June 24, 1971

Secretary of Defense signs DoD Directive 1322.11, which establishes the Defense Race Relations Institute at Patrick Air Force Base, Fla.



Cover Story



deal of anger,” said Maney-Kellum, a retired Army master sergeant who is currently a civilian equal opportunity specialist at DEOMI. “We had a large number of folks who had been in Vietnam, fighting for freedom for other people, and who were returning to the United States and didn’t have it themselves.”

There were plenty other reasons to be skeptical of the young Institute’s future.

The odds, at times, seemed stacked.

“Thirty years ago, I would not have bet five bucks that DRRI, now DEOMI, would have lasted even 10 years,” recalled Eugene C. Johnson, one of the original DRRI student/instructors trained in 1971. “I say that because it was very difficult to maintain from year to year. We were subjected to Congressional probes and IG (Inspector General) investigations. So, it was not a bed

of roses.”

Johnson’s time at the Institute spans over 25 years from military trainer to a civilian chief of curriculum. The retired Air Force chief master sergeant said changes came slowly, but the Institute and what it teaches continues to weather the storms.

“When I think about all of the commanders who’ve gone before me and some of the struggles they had personally and insti-

November 1978

Issues such as sexual harassment and extremism led to the expansion of the Equal Opportunity Advisor Course from 10 to 15 weeks.

July 27, 1979

With a new direction came a new name. DRRI is renamed the Defense Equal Opportunity Management Institute



December 1992

The Directorate of External Training is created to provide exportable equal opportunity and human relations training and consultation to organizations worldwide using Mobile Training Teams.

Aug. 30, 1993

DEOMI is given responsibility of providing civilian equal employment opportunity training. Directorate of Civilian Equal Employment Opportunity Training is established with three pilot courses.

Cover Story



"We need to weave our increasing diversity into a tapestry of strength," says Claiborne Haughton Jr., deputy assistant secretary of defense for equal opportunity, speaking at the 30th anniversary graduation banquet. He urged military personnel to continue to learn from the past. (Photo by Jim Laviska)

tutionally, just keeping the Institute afloat is a great accomplishment," said DEOMI commandant, Air Force Col. Jose Bolton Sr., who attended DRRI in 1973. "We've come a long way; the Department of Defense has come a long way and deserves a pat on the back for making that commitment. The struggle is not over. There will continue to be challenges to how we do business."

What began as a seven-week military course focusing on race has now grown to a 15-week core course complemented by a Reserve Component course, civilian courses, senior leader workshops and a mobile training program that visits different organizations. In addition, the Institute now tackles an array of issues like sexual harassment, extremism, sexism, religious accommodations and anti-Semitism.

The expanded curriculum has been a success. After a recent visit, the American Council on Education, an umbrella group for the nation's universities and colleges, recommended that six of DEOMI's courses be given more academic credit.

"Thirty years down the road and not everyone has gotten the message."

- Col. Jose Bolton Sr., DEOMI commandant

Although courses have been added, how the Institute does business has not undergone any drastic changes in its 30 years of operation, adds Maney-Kellum, because it still combats the same problem — discrimination. "Discrimination is discrimination, whether it's 1972 or 2001," she said. "The dynamics of discrimination have not changed; how discrimination is manifested has not changed, so when you begin to look at that, you more or less deal with it in pretty much the same way."

Bolton echoes that sentiment. "We at DEOMI need to continue to be vigilant, continue to work and be on the leading edge of identifying potential human relations issues at the same time coming up with strat-

egies that assist commanders on working those issues," he said.

The Institute's future appears even brighter as it is poised to move into a new \$14.97M state-of-the-art campus in 2002. Johnson sees its use expanding to the corporate world and even in our nation's public schools. While the fight carries on in the name of mission readiness, there is a tinge of disappointment that human relations have not advanced even further.

"Thirty years down the road and not everyone has gotten the message," says Bolton. "It just says that we need to continue finding more creative and innovative ways of communicating the message."

"The message needs to be an inclusive message. It should never be said that we are alienating anyone be it gender, religion, race or physical disability."

DoD's commitment to equity ensures a place for DEOMI in the 21st century and beyond. What or how it changes is to be seen, but history shows its positive impact on mission readiness and the face of the military is undeniable.

Summer 1989

Senior military and civilian leaders convene for the Worldwide Equal Opportunity Conference sponsored by DEOMI to discuss pertinent EO/EEO.

September 1998

The first group of Army students attend the Equal Opportunity Advisor Course via satellite from DEOMI's newly established distributive learning site at the Professional Education Center at Camp Robinson, Little Rock, Ark.

Nov. 15, 2000

DoD officials help break ground for a new \$14.97M state-of-the-art campus at Patrick Air Force Base. The projected completion date is the fall of 2002.



April 17, 2001

DoD leaders, international military members, demicians and corporate leaders participate in the DEOMI Summit.

Equal Opportunity

DoD has made great strides

By Rudi Williams

American Forces Press Service

DoD has made great strides in equal opportunity, but the journey has not ended, Charles L. Cragin told the standing room only crowd in the Pentagon auditorium during DoD's African American History Month observance, Feb. 8.

He challenged the large multiracial audience "to re-double your efforts to mentor and guide someone in your duty section or work center because DoD can't achieve its equal opportunity goals with policies alone.

"I encourage you to make time in your already full schedules to dedicate attention to teaching and coaching someone who may or may not look just like you," said Cragin, acting undersecretary of defense for personnel and readiness and acting assistant secretary of defense for reserve affairs. "And just imagine, if we can get everyone in the federal sector to do this, the results of our ef-

forts will reap benefits tenfold for neighborhoods, communities, the government, and America."

Hosting the annual Pentagon observance on behalf of the new secretary of defense, Donald Rumsfeld, Cragin quoted the secretary as saying military and civilian personnel bear a special responsibility during such occasions. Calling them sentinels of the past and scouts for the future, Rumsfeld said the current leadership inherited an institution that has been a pioneer for equal opportunity for more than a half century.

"Today," Cragin quoted Rumsfeld, "DoD is a beacon to America as the most integrated institution in the nation.

"Because we're an example to others, each of us also has a responsibility

"Because we're an example to others, each of us also has a responsibility to each other — to ensure that our military and civilian ranks are defined by adherence to the highest standards of equal justice and professional ethics."

- Charles L. Cragin, acting undersecretary of defense for personnel and readiness

to each other — to ensure that our military and civilian ranks are defined by adherence to the highest standards of equal justice and professional ethics," he said. "In so doing, we can build an even stronger military and an even stronger nation." Rumsfeld's message encourages everyone in DoD to embrace the spirit of African American History Month.

"Together, we can remain a model for the nation," Rumsfeld said in his message. "Together, we can make the meaning and lessons of this month real, not only for African Americans, but for all Americans."

Quoting from President Bush's African American History Month proclamation, Cragin said the observance "is a time to teach our children, and all Americans, to rise above brutality and bigotry and to be champions of liberty, human dignity and equality."

Cragin said DoD can celebrate tremendous progress in equal opportunity since President Truman's signing of Executive Order 9981 integrating the armed forces.

"Today, few, if any, companies can boast of having as many African Americans in supervisory positions as the U.S. military," Cragin noted. "We're arguably one of the most racially and ethnically integrated institutions in America."

He said the results of the No-



Photo by Rudi Williams

Charles L. Cragin poses with sixth grader, 11-year-old Anthony Griffin of Washington's John Tyler Elementary School who read his award-winning African American History Month essay. At left is the keynote speaker, Marine Corps Maj. Gen. Clifford L. Stanley. At right is Gail H. McGinn, principal deputy assistant secretary of defense for force management policy.

Features

vember 1999 DoD Armed Forces Equal Opportunity Survey affirmed that:

- o Large majorities of servicemembers in all groups believe that racial and ethnic relations today are as good or better than they were five years ago.

- o Service members perceived more improvement in racial and ethnic relations in the military than in civilian society.

- o Relatively small percentages of service members in each racial and ethnic group said they experienced an incident of harassment or discrimination related to the military personnel life cycle.

Although DoD can take some solace in its progress in equal opportunity as compared to civilian society, the November 1999 Career Progression of Minority and Women Officers study made it clear that DoD hasn't crossed the finish line, Cragin noted.

In fact, he said, "we may never cross the finish line because of the varied experiences and perceptions stemming from a person's racial or ethnic background."

The study pointed out that:

- o Women and minorities tend to be concentrated in administrative and supply areas and underrepresented in tactical operations, the area that yields two-thirds of the general and flag officers of the services.

Women and minorities are very much underrepresented in some fields such as aviation, although the trend is upwards.

- o Factors contributing to the different promotion rates for minorities and women are education, pre-commissioning preparation, initial assignments contributing to a "slow start," and limited access to peer and mentor networks.

- o Some minority and female members believe they are held to a higher standard.

- o Officers who felt they had been discriminated against generally believed that an individual rather than the military institution committed the act.

Quoting the defense human goals charter, Cragin said, "In all that we do, we must show respect for the serviceman, servicewoman, civilian employee and family members, recognizing their individual needs, aspirations and capabilities.



U.S. Navy photo

A crewman keeps communications with other Deck Department watch standers, on board the aircraft carrier *USS Enterprise* (CVN 65) during rough seas.



U.S. Navy photo

A Navy fighter pilot from Strike-Fighter Squadron Thirty-Seven (VFA-37), the "Ragin' Bulls", discusses her mission into Iraq with another member of her squadron.

Features

Women journalists come of age in WWII

By Gerry J. Gilmore

American Forces Press Service

The women who cover today's news 24 hours a day should snap a salute to their predecessors who covered World War II.

It wasn't until then that large numbers of American female radio broadcasters, print journalists and photojournalists would produce countless news reports and photographs from stateside and overseas locales. In fact, 127 accredited American female war correspondents brought the sights, sounds and written descriptions of conflict back to civilians at home.

"The war has given women a chance to show what they can do in the news world, and they have done well," said political reporter turned war correspondent May Craig to Women's National Press Club members in 1944 in Washington.

While contemporary female journalists, such as the Washington Post's Molly Moore, who covered the Persian Gulf War, routinely travel the globe to cover conflict, few female journalists worked national or overseas news desks prior to World War II. Although women journalists such as Jane Swisshelm (Civil War, 1861-65), Anna Benjamin (Spanish-American War, 1898), and Peggy Hull (latter part of World War I) had covered warfare in previous conflicts, their numbers were small.

Ironically, a woman named Jose Glover of Cambridge, Mass., owned the first printing press in the colonies. Though she was in operation by 1638, American women would wait almost 300 years until their participation in journalism became commonplace.

After women gained the vote in 1920 via the 19th Amendment, more and more female journalists covered political news and elections across the country.

As the Great Depression cast a debilitating shadow over America's economic and social landscape in the 1930s, many women journalists lost their jobs in favor of men. Stepping up in support, first lady Eleanor Roosevelt instituted weekly women-only White House press conferences, causing news organizations to employ at least one female journalist. Many of these women would go on to become war correspondents.

Women who had gained more leverage in newsrooms began



Library of Congress

Women like Bonney Twice paved the way for today's famous female journalists, serving as war correspondents during World War II. Twice was decorated for bravery.

flexing their muscles in the 1920s and 1930s. Helen Reid, made a vice president of the New York Herald Tribune in 1924, used her influence to hire women writers, who began to cover more varied and important events.

In the early 1930s on both sides of the Atlantic, pundits and politicians debated the pros and cons of fascism in Europe. American journalist Dorothy Thompson snared a scoop by interviewing an up-and-coming Adolf Hitler in 1931 for *Cosmopolitan* magazine.

When America entered World War II after the Japanese bombing of Pearl Harbor Dec. 7, 1941, female journalists and photographers were assigned as overseas war correspondents.

Some notable correspondents include:

- o Margaret Bourke-White, hired in 1935 as the first female photojournalist for *Life* magazine, was also the first female American war correspondent and the

first allowed to work in combat zones during World War II.

- o Marguerite Higgins, assigned to cover the Seventh Army in Europe during 1944 for the New York Herald Tribune, entered Berlin with allied troops and reported on Hitler's demise. She later reported on the Korean War (1950-53) and won a Pulitzer Prize. Higgins died from a tropical disease after covering American military involvement in Southeast Asia in 1965.

- o Georgette "Dickey" Chapelle, a pre-war barnstorming pilot and photojournalist, covered World War II for *Look* magazine. While covering the Vietnam War in 1965, she was killed by a mine explosion.

After World War II, female journalists continued to make gains. Alice Allison Dunnigan became the first female African American reporter to receive congressional and White House press accreditation. As a White House correspondent, Dunnigan traveled with President Harry Truman's campaign train to California in 1948. While today's famous female journalists such as Barbara Walters and Katie Couric undoubtedly owe their careers to their hard work, talent and perseverance, the pioneering efforts of the women war correspondents of World War II definitely helped to open doors which were closed years ago.

ACE

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Three Equal Employment Opportunity (EEO) courses also received credits. The EEO Specialist Course, EEO Counselor Course and EEO Officer Course now have four credits each.

It marks the first time in years ACE has reviewed courses other than the EOA Course.

"Students should've been getting credit all along," Peterson said. "ACE is working to back date the credit for some of the courses, so people who took a course a few years before will be able to get credit for them."

Just how far back the additional credits will extend depends upon the course. New credits will extend back to: January 1999 for the EOAC and EEO courses, January 2000 for EOARCC, and January 1997 for EOPMC graduates.

"The fact that the previous ACE evaluation recommended only 23 credit hours for one course to the current recommendation of 60 hours-plus for six courses is truly a milestone," said Miller. "These new findings indicate that DEOMI has grown in stature as an institution of higher learning."

"Additionally, they indicate that our staff and research departments have done an excellent job of developing a mature, comprehensive curriculum as evidenced by the results. The dynamic evolution of the DEOMI curriculum and its regard with accrediting agencies is a credit to the vision and leadership of the DEOMI staff and faculty."

Since its inception as the Defense Race Relations Institute in 1971 and subsequent name change in 1979, DEOMI has expanded to meet the needs of field commanders and agency heads. The Institute now addresses an array of issues, to include sexual harassment, sexism, extremism, religious accommodations, and anti-Semitism. DEOMI currently trains 1,100 personnel in-residence per year.

"We're one-of-a-kind in what we do," said Peterson. "You can go to a college and take a course on related human relations topics, and that one course by itself usually is a three-credit course. Here we do a course like the Equal Opportunity Advisor Course for 15 weeks, and you get almost 30 credits. That could be one full year of work at a college or university."

LD = Lower Division: Baccalaureate/Associate Degree Category
UD = Upper Division: Baccalaureate Category

EO Advisor Course (EOAC)

16 LD
24 UD
24 Total

EO Program Managers Course (EOPMC)

9 LD

Service Specific (EOAC/EOPMC)

AF = 5 Navy = 5 Coast Gua
4 Marine Corps = 3 Army
(* All Upper Division "Contemporary Skills or Human Resource Mgmt Credits")

EOA Reserve Component Course

9 LD

EEO Counselor Course

1 LD
3 UD

EEO Specialist Course

1 LD
3 UD

EEO Officer Course

4 UD

LESSONS LEARNED

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so there would be no doubt as to his resolve or intent of the policy.

The level of involvement by senior leaders in the workshops directly impacts training effectiveness and any success the organization hopes to achieve. "About ninety percent of the time when the commanding officer or individual in charge opens the training session and departs shortly thereafter or declines to participate in the training, the feedback is unfavorable," said Master Sgt. Ramon L. Feliciano-Negron, MTT trainer. "Unit members make comments such as: 'If he or she is too busy to stay, why should I have to be here? Why do I need training and they don't?'"

However, when the senior leader participates in the workshop, the participants' feedback and support for the equal opportunity program are favorable. Those who do participate typically find the type of training refreshing. It's not uncommon for many senior leaders to rank the training among the best interactive train-

Frankly, senior leaders participating in MTTs commonly lack knowledge in regard to equal opportunity regulations, policies, and instructions for their respective Service.

ing they've received during their military careers.

The MTT is available for any organization that may not have the ability or the resources to establish an interactive group discussion on human relations issues. It can be a valuable tool for leaders to encourage discussion on those issues that impact the organization.

For more information on DEOMI or the Mobile Training Team, visit our web site at www.patrick.af.mil/deomi/deomi.htm.

Thoughtful, strong, dedicated ...

Colleagues describe pioneering female general

(Editor's Note: Permission to reprint this article has been granted by Florida Today.)

By **Brian Monroe**
FLORIDA TODAY

Thoughtful, strong and dedicated are just some of the words colleagues use when trying to describe Melbourne resident Mary Ann Epps, a brigadier general who on Sunday became the first African-American to be appointed commander of Connecticut's Air National Guard.

For more than 30 years and over three states - New York, Connecticut and Florida - Epps has found a balance between a full-time job, part-time military career and family.

"She's a consummate professional," said Jack Broderick, director of equal opportunity for the National Guard. "Mary Ann is dedicated, hardworking and very insightful. She's passionate about her work and very persuasive. When you first meet her, she seems very low-key, but it's because she has a quiet strength. Her appointment is well deserved."

Epps, 58, just finished a 3-1/2 year assignment as an advisor for the Defense Equal Opportunity Management Institute at Patrick Air Force Base. Her new position will put her in charge of the National Air Guard's 103rd Fighter Wing in East Granby, the 103rd Air Control Squadron in Orange, and the 103rd headquarters. In all, Epps will oversee almost 1,200 full and part-time airmen and women.

Broderick, who spoke to Epps regularly from his post in Washington, said her appointment means good things can still happen to good people.

"They say nice guys finish last, not in her case," he said. "She's a great individual. This is the way things are supposed to be. It has been a real honor working with Mary Ann and getting to know her. She influenced a positive equal opportunity climate through the National Guard."

The appointment did surprise one person though. "I really didn't expect it,"

Epps said. "When you sign up as an officer, you can really stay as long as you want. I set my goals and then 10, 20 years go by. I didn't think to reach this title. But visionary leaders gave me an opportunity."

"No matter how you cut it, it comes down to leadership. And just like in the rest of the United States, there is more diversity, changing demographics, (and an influx of minorities). The military is just a microcosm of society."

Epps is quick to point out that credit is spread among many.

"Mentoring is so important," she said. "I have had some good mentors, both male and female white and black. Before, you had to figure it out on your own or ask pointed questions."

A good teacher, she added, helps illuminate even the unwritten rules.

"With the military there are rules and regulations both written and unwritten," she said. "It is important to understand the scope of your responsibilities and know those unwritten rules. That is even more difficult for minorities because there were not as many in the Air Guard when I was coming up."

Differences are something Epps shelves in favor of teamwork, both at home and on base.

"For any important goal you need teamwork and support," she said. "Whether family, friends or mentors. Everything is a team effort. No one can do anything by themselves."

But military accolades are only half of her story.

Epps was born to Arthur John and Alaisa Fowlkes in Sharon, Conn. in 1942. She grew up in parts of Connecticut and Millerton, New York because she had family in both areas.

Her parents, both deceased, encouraged Epps to go into nursing rather than the military. Their rationale: no matter your race, nurses are always in demand.

In the 1960s and 1970s Epps worked at the Yale New Haven Medical Center as an operation nurse, working later at the Hartford University of Connecticut

health center in perioperative nursing.

In her more than three-decade civilian career, Epps has been a head nurse, assistant director of a ten-room operating suite and perioperative nursing instructor.

Perioperative Nurses aid in the preoperative, intraoperative, and postoperative phases of a patient's surgery, Epps said.

Though neither parent had served in the military, Epps said she "always had a yearning to serve my country." So in 1976, she started her career by enlisting in the Connecticut Air National Guard.

But balancing both can be trying, Epps said, as she ascended the military hierarchy.

"The higher you go, the more time you have to give," she said.

Another general agreed.

"My husband always said this is the fullest part-time job he's ever seen," said Maj. Gen. Verna Fairchild, assistant to the Director of the Air National Guard for Operational Support Readiness in Washington.

"I did in Kentucky what Mary Ann is about to do, and she will be busy. But she has always struck me as a very professional lady. She does a good job and is very considerate to others. I knew her in the nursing corps and she was a good listener. I don't remember many negative things."

While stuck in Melbourne, Epps' husband Richard Epps said he still has ways of staying close.

"Cell phones do help," he said. "They are less expensive than regular long distance calls. Regardless of distance, I am extremely proud of her. I am trying not to walk around like a proud peacock, but I am so proud. I am really going to miss her though. But I will sacrifice and find ways to visit her. She deserves this honor."

Such a single-minded focus does have one personal drawback, Mary Ann Epps said.

"I am too serious sometimes," she said. "Sometimes my husband tells me I should smile more."

Waterloo to Washington

The Long Journey of
The Army's First Asian
American woman general

By Lt. Col. Randy Pullen

Office of the Chief, Army Reserve

Trivia question: What do James T. Kirk, the captain of the *Starship Enterprise*, and Coral Wong Pietsch, the Army Reserve colonel selected to become the Army's first Asian Pacific American woman general, have in common?

Answer: They both come from Iowa.

Pietsch's career has not sent her across space like Captain Kirk's but she has been to quite a few places on this planet: Korea, Japan, the Philippines, Hawaii and Johnston Atoll, to name a few. And to stretch the *Star Trek* analogy a bit further, she sometimes has felt like she beamed onto a new world that did not quite understand where she came from or who she was.

"I was commissioned as a judge advocate general officer in 1974," Pietsch said. "I was told I was now a member of the largest law firm in the world, with about 1,450 lawyers. I served in Korea and in Hawaii for six years on active duty, then went into the Army Reserve."

On her first annual training with an active duty unit, a snapshot was taken of her with two other Army Reservists. When the picture came back, someone wrote on it, "those Reservists."

"I don't think they meant anything by this, but it did get me to thinking," Pietsch said. "I realized the size of the JAG Corps had really been underestimated. It was a lot bigger than those 1,450 active duty lawyers. There were another 1,600 Reserve JAG officers not being counted."

Things have changed in the Army JAG Corps since 1980. The world's biggest legal firm is close to 5,000 lawyers and legal specialists. It is "one legal team," as the first three words of the JAG Corps vision



Photo by Lt. Col. Randy Pullen

Col. Coral Wong Pietsch talks with Capt. Jeavy Resurreccion of the Philippine army during the planning conference for BALIKATAN 95. Pietsch has been nominated for promotion to brigadier general, becoming the Army's first Asian Pacific American woman general.

states. Today, the Army counts — and counts on — the legal soldiers of all its components.

Pietsch has been part of those changes and will soon be one. The individual mobilization augment is already the first woman chief judge in the history of the Army JAG Corps, and upon Senate confirmation will become its first woman general, too.

Her place of duty is the U.S. Army Legal Services Agency in Falls Church, Va., near Washington, D.C. That is a long commute from her civilian job and home in Hawaii, but Hawaii is quite a distance from where she was born, Waterloo, Iowa.

Her father was an emigrant from Canton, China, who settled in Waterloo to start a Chinese restaurant.

"He met my mother there, and that's where I was born," Pietsch said.

After receiving a bachelor's degree in theater and a master's in drama, she went to law school at the Catholic University of America in Washington, D.C.

It was there that she met an Army officer working on his law degree, James Pietsch. He became her husband. He also became her colleague.

Both served on active duty and in the Army Reserve. James Pietsch retired as a colonel in 2000.

Following her active duty service with the Eighth Army in Korea and at Fort Shafter in Hawaii, Coral Pietsch worked as a deputy attorney general for the State of Hawaii for six years. Then, she became a civilian attorney at Headquarters, U.S. Army Pacific, Fort Shafter.

She is now the senior civilian attorney at USARPAC and chief of the Civil Liberties Division in the staff judge advocate's office.

While rising in her civilian career, Pietsch also rose in her Army Reserve career. The big news came to Hawaii and Washington in April 2000 that she had been selected to become chief judge (IMA) of the brigadier general's assignment. She took her new duties a month later.

As the daughter of a man who came from China to start a new life, Pietsch knows something about what it means to have the chance to succeed. Her father took the opportunity that America offered; he followed his lead and charted her own course. In her own way, she has explored as many worlds as Capt. James T. Kirk.

Navajo Code Talkers receive homage

By Master Sgt. Austin Carter
Air Force Space Command

In 1942, Navajos in the American Southwest heard the military's bugle call for volunteers after the Japanese bombed Pearl Harbor, Hawaii. They rushed to sign up for the fighting.

Sixty years later, the Navajos heard that bugle once more. This time the music was not a call to war, but a homage to their war efforts.

The U.S. Air Force Band of the Rockies, stationed here, gave a performance to the Navajo Nation at Window Rock, Ariz., during their "Songs of Democracy" tour of the Southwest in early March. It was a special concert with newly composed music to honor the fabled Navajo Code Talkers.

The Code Talkers were Navajo men recruited by the Marines as radio operators during World War II. Because of the Japanese success in breaking the U.S. radio codes at the start of the war, early operations in the Pacific were being compromised.

The Navajo people's language was complex, not recorded in books and unknown outside of the reservation. With a few adjustments to encompass military jargon, the language was perfect for transmitting secret and sensitive information. Navajo radiomen served throughout the Pacific theater from 1942 to 1945.

As Marines they were always in the forefront of the bloody island-hopping battles of the Pacific and saved thousands of lives with their secure communication.

Their code was never broken, but the project remained classified until the 1960s.

The Navajos of the Southwest have always known of the bravery of these men.

Now the United States is acknowledging it as well by giving Congressional Gold and Silver Medals to the members of this elite communications corps.

Gold medals will go to the original 29 Navajos who first volunteered and silver medals will go to those who followed. Those medals are expected to be given in



U.S. Marine Corps photo

Capt. Henry Bake Jr. (left) and Private 1st Class George Kirk, were two Navajo Indians serving with a Marine signal unit. They were operating a portable radio set in a clearing in the dense jungle of Bougainville in December 1943.

Washington in July.

Congress gives the medals as its highest expression of national appreciation for achievements and contributions. Navajo Code Talkers will be in the company of previous recipients such as George Washington, John Paul Jones, Thomas Edison, Charles Lindbergh, Winston Churchill, Harry Truman, Jesse Owens and Mother Teresa.

"Awarding these medals will give our nation a chance to bestow an honor that is long overdue and to formally thank these brave men for their contributions," said Sen. Jeff Bingaman (D-New Mexico), the sponsor of the bill.

"They're very patriotic and very much a Marine community," said band member Master Sgt. Mark Israel. "If you go by the cemetery, you see all the American flags flying by the headstones. This is a community that takes patriotism seriously."

Israel suggested the idea of holding a special concert for the community and its famous members during the band's tour, and convinced the Navajo Nation Office of

the President and Vice President to sponsor the event. Other community sponsors — The Navajo Times, the Navajo-Hopi Observer, KTNN Radio and Channel 5 TV — quickly joined in. "We didn't hesitate when the band proposed it; we wanted it to happen," said Merle Pete of the Navajo Nation's Office of the President and Vice President.

Simply playing for the Navajo and the Code Talkers veterans was not enough.

The band decided to play an original musical piece composed just for the occasion. The radio sponsor, KTNN, would broadcast it live from Mexico to Washington State.

"It's not every day you can honor Congressional Gold Medal recipients in their own hometown," Israel said.

The task of composing the music fell to Tech. Sgt. Joseph Spaniola, the staff composer/arranger. Master Sgt. John Bailey, the band's noncommissioned officer in charge of auditions and narration, grabbed with just the right words for the accompanying narration.

"Our first thought was, 'Wouldn't it be neat if we could pay tribute to these men?' So we read up on the Code Talkers in reference books and through the Internet," Bailey said. "Joe and I got together and listened to recordings of their speech patterns. It's slow but

poignant. We set out to do two things, tell their story to the Navajos and tell their story to the rest of our audiences. I certainly didn't know their story before. It's not usually covered in any history curriculum. The thing we did not want to do was deliver something that would offend or be a cliché."



Private 1st Class Carl Gorman, one of the original 29 Code Talkers, mans an observation post on the island of Saipan in June 1944. (Photo courtesy of the U.S. Marine Corps)

Overcoming Obstacles

Military Equal Opportunity Advisors trained to enhance their units' effectiveness

By Capt. Patricia A. Peoples

Air Force Service Liaison Officer

Military Equal Opportunity (MEO) is one of the most highly visible and sensitive positions on a wing commander's staff. All information that MEO personnel are privy must be handled sensitively and professionally to enhance the effectiveness of a unit.

Because of the trust placed in the MEO staff by commanders and other military personnel, the Air Force contingent at the Defense Equal Opportunity Management Institute (DEOMI) strives to improve the Air Force Service Specific (AFSS) program to ensure well-trained advisors arrive in the field upon graduation.

Currently, AFSS training is the last three-week portion of the 15-week Equal Opportunity Advisor Course. This three-week block includes lectures, performance activities and a practicum geared specifically to train MEO technicians and program managers to effectively accomplish the day-to-day responsibilities of an Air Force MEO office.

During AFSS, students learn topics such as managing the MEO budget, unit climate assessments, EO incidents, reporting requirements, and interview skills.

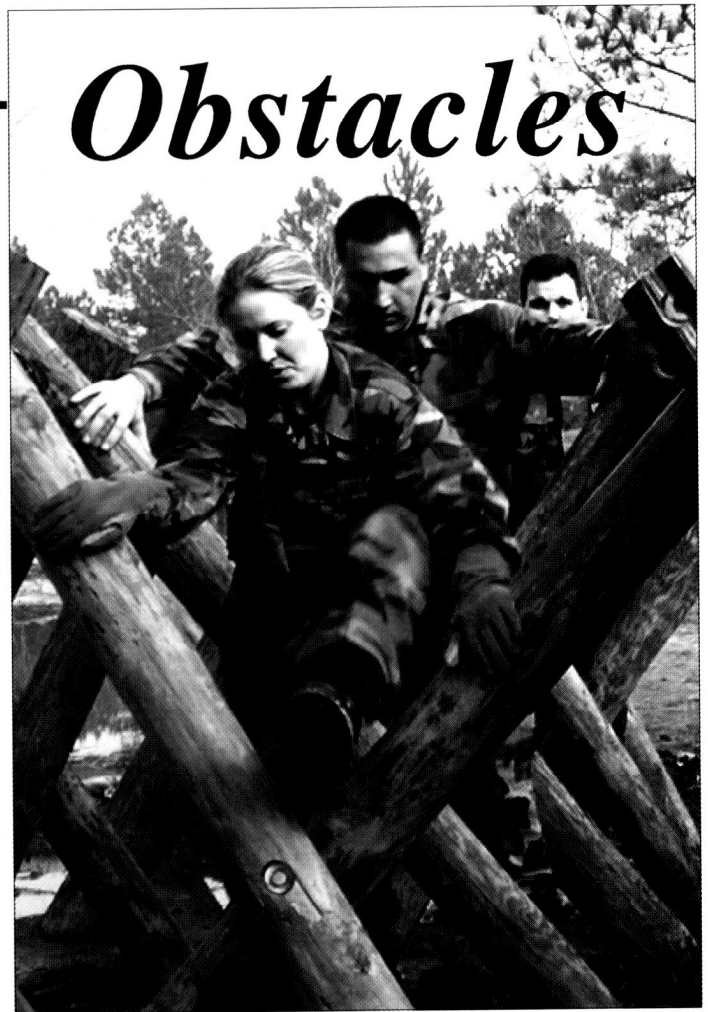
Changes made recently include integrating civilian program managers into the group of officers and enlisted in preparation for a possible Equal Employment Office (EEO) merger with the MEO. This AFSS integration has been successful in that the civilian EEO managers shared their expertise with the military members, enhancing the knowledge level of students and trainers.

Secondly, students are now more involved in training. Each lecture has hands-on time built in or immediately following the lecture.

The operational arm at the Air Force Personnel Center set up a trainer EONet, the database containing all forms used by an MEO, in our classrooms. They regularly provide complaint processing training for students and engage students with current MEO scenarios.

This provides more realistic training and ensures students will be better able to understand and complete the mandatory forms upon graduation. Additionally, the realism of the offices is increasing as Headquarters, Air Force Human Resources Development Division has provided more computer systems to augment DEOMI's equipment. This again allows for more hands-on work by each student.

MEO advisors in the field further enhance training by provid-



Air Force photo
Senior Airman Julie Maxfield and 1st Lt. Karl Falk from the Air Force Material Command Top Dollar 2000 team work their way through a 15-obstacle course. It's the type of teamwork MEO advisors enhance in the field.

ing accounts of issues they're currently facing. The Patrick Air Force Base MEO office consistently provides the field perspective and augments our teaching staff. In addition, each and every class gets an update from the Pentagon.

Although this three-week period is called Air Force Service Specific, the entire DEOMI team assists. DEOMI staff members act as commanders, complainants and alleged offenders during the practicum to expose students to various client/commander personalities and styles.

Other initiatives to improve AFSS are in progress, as well. Scenarios presented to students are being revised, again with some help from the MEO technicians in the field.

A full-scale curriculum review is ongoing, based on feedback compiled by the Occupational Analysis Program from technicians in the field. The review also ensures we teach the skills mandated by the Career Field Education and Training Plan. Our goal is to provide the Air Force with fully prepared MEO technicians and program managers.

Pea Island crew connects the past with the present

By Petty Officer 2nd Class Kathy Yonce
U.S. Coast Guard Reserve

Shakespeare asks what's in a name. A lot, if the name is Pea Island. Connecting Coast Guard crews present to past, land to sea, Pea Island is making history — again.

Pea Island was originally a station in the U.S. Lifesaving Service, a forerunner of the Coast Guard. Located on the outer banks of North Carolina, the island is one of a few barrier islands that shield the mainland from the horrific cape weather.

The station became noteworthy on Feb. 1, 1880, when Richard Etheridge became the first African-American to be appointed keeper or commander of a U.S. Lifesaving Service station. Charles Shoemaker, an assistant inspector of the Lifesaving Service, recommended Etheridge for the position after the previous keeper's inattentiveness resulted in loss of life at sea.

In fact, Shoemaker wrote in a letter to the General Superintendent of the Lifesaving Service that Etheridge was "reported one of the best surfmen on this part of the coast of North Carolina."

More than a century later, on Feb. 29, 1992, the 110-foot cutter *Pea Island*, then homeported in Mayport, Fla., was the first

patrol boat in the Coast Guard to be commissioned with a mixed-gender crew.

Because of limited berthing arrangements, only three other 110's in the Coast Guard have both men and women serving together. The cutter *Monomoy*, homeported in Woods Hole, Mass., and the cutter *Washington*, homeported in Honolulu, Hawaii, opened billets for women in 1994. The cutter *Tybee*, homeported in San Diego, Calif., opened billets for women in 1997. Since integration, all vessels have maintained mixed-gender crews.

Lt. Troy A. Hosmer, commanding officer of the St. Petersburg, Fla., based cutter *Pea Island*, says the most challenging aspect of having a crew with both men and women is filling some of the more non-traditional billets aboard the vessel, such as machinery technician, with females.

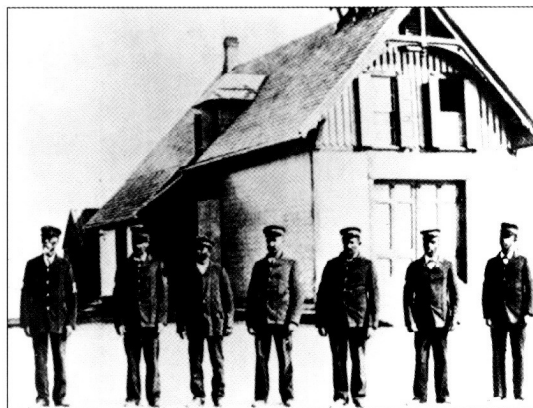
"Our women are outstanding," remarks Hosmer. "They're tough; they roll with the punches." The six-bunk women's quarters are in the forward part of the vessel, the hardest place to live while underway as the space is more sensitive to the pitches and rolls of the ship.

Hosmer says he's never heard a complaint from any of the women about it, even after the cutter was sent to sea to avoid Hurricane Gordon. The crew was in the Gulf of Mexico for 26 hours, dealing with swells of up to 20 feet, standing ready to help any seafarers in distress.

Many storms earlier and much further north on the Outer Bank of

North Carolina, Etheridge took the opportunity to prove his ingenuity and his crew's skills in a heroic rescue on Oct. 11, 1896, during a wicked hurricane.

While on watch, one of Pea Island's



U.S. Coast Guard photo

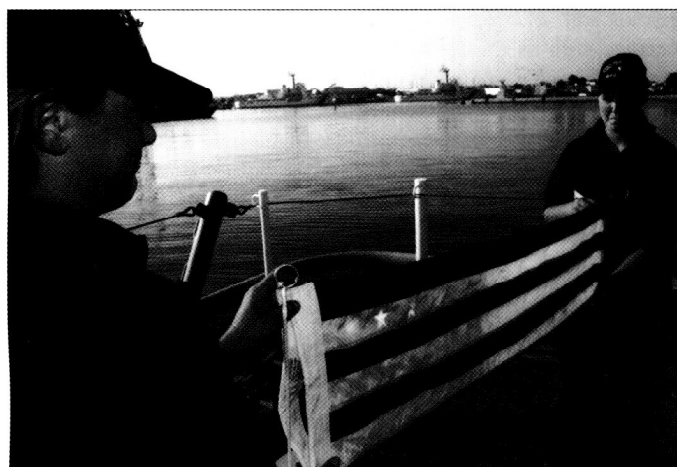
Members of the original Pea Island station with Richard Etheridge (far left), the first African-American to command a station in the U.S. Lifesaving Service, a forerunner of today's Coast Guard.

surfmen spotted a distress flare two miles south of the station and immediately notified the commander. A three-masted schooner, the *E.S. Newman*, was en route to Norfolk, Va., when it was blown 100 miles off course before running aground. Etheridge and his crewmen "fought their way up the beach toward the dim light with their mule-drawn beach cart through fierce winds and stinging rain." Etheridge tethered two of his crewmen together who swam out to the vessel, taking turns for six hours until the captain, his wife, son, and six-man crew were rescued.

This dramatic rescue came about after many hours of training and preparation. Etheridge was well known for consistently drilling his crew with the lifesaving equipment, quizzing them on procedure and making sure the station was in top condition. He would "unhitch the mules from the heavy surfboats and then have his crew pull the boats through the soft sand by hand. The Pea Island crews became known for their daring in the surf and their commitment to duty, often under perilous circumstances." The all-black crew "were considered to be the best lifesaving crew in the Service," according to a story in Oct., 1996 *Coast Guard Reservist* magazine.

It wasn't until nearly 100 years later that the Pea Island Station's deeds were recognized with the Gold Lifesaving Medal, presented to descendants of the Station's crewmembers in a ceremony March 5, 1996, at the U.S. Navy Memorial in Washington, D.C.

Please see **PEA ISLAND**
Page 30



Seaman Stephanie Neumann (left) and Machinery Technician 2nd Class April Reid are crewmembers on *Pea Island*, the first Coast Guard patrolboat to be commissioned with a mixed-gender crew. (Photo by PA1 John Gaffney, USCGR)

'Every Marine a Rifleman'

Motto represents vision behind course

By Sgt. 1st Class Derrick Crawford
Reflections Editor

"Every Marine is a rifleman."

That's the thought behind changes in the DEOMI Marine Corps Service-specific classes. When instructors use feedback from equal opportunity advisors throughout the Corps to modify their three-week block of instructions, they draw from a core value that says every position functions to support the individual Marine rifleman.

"Our job here is to support the individual Marine in making the Marine Corps the most effective fighting organization in the world," said Maj. Charles Norfleet, Marine Corps Service liaison officer. "It just so happens that our particular role in that is very specialized in one area of leadership – equal opportunity matters."

In a survey conducted by DEOMI, EOA's were asked to provide feedback about the things they liked and changes they felt were needed to improve courses. Marine Corps instructors listened to those responses about Service specific and feel they have made changes for the better because of them.

"The feedback from the field was they wanted more instructions out of the EO Program Manual, so we really beefed up that portion of the course," said Capt. Michael A. Larrazolo, instructor. "We started last year and it seems to be paying off pretty well. There seems to be a little more confidence in them as they walk out the gate as EOAs."

Students now spend more class time becoming familiar with using the EO Program Manual, which outlines the regulations and policies of the Marine Corps equal opportunity program.

"Whatever we can do to support our Commandant's intent of enhancing the effectiveness of our entire organization by enlightening and educating people about fair and equal treatment of the individual Marine is our role in serving the Marine rifleman," added Norfleet. "That's why it's very important."

Taking survey responses and information compiled at Headquarters, Marine Corps, trainers give their future EOA's and program managers a chance to see what's going on Marine Corps-wide, said Larrazolo. It illustrates the point that although certain problems may not exist at their particular command or may have never happened to them personally, it is the reality of what's going on elsewhere and could be something faced in the future.

Larrazolo expects current survey results to be available in the coming year. "We will continue to update, so we can make them aware of what they are going to be up against in the day-to-day



Photo by Gunnery Sgt. Matt Hevezi

Marine Corps trainers support the individual Marine through real-world Equal Opportunity training.

operations of their job."

Having a full staff of Marine instructors, representing varying segments of the Corps, is another luxury past students have not had. It's one that's being used to give current students a snapshot of the issues they will combat as equal opportunity advisors, explained Larrazolo. In essence, their experience is one of their finest teaching tools.

"Major Norfleet, being at the field grade officer level, is very familiar with key staff and can definitely give Marines a perspective on that," Larrazolo said. "Myself, at the company grade officer level, I would be in the battalions working with EOAs, and then Master Sgt. (Michael P.) McNeal, an EOA from the field, gives them a real-world road view of what they are going to be facing in the field."

After weeks of learning DoD policies in either the Equal Opportunity Advisor Course or the Equal Opportunity Program Managers Course, Marines get a dose of what they'll face as equal opportunity advisors during the Service specific portion.

"The last three weeks are important for us to get the equal opportunity advisors oriented to returning to the operating environment of the Marine Corps and serving their commanders' equal opportunity program and the expectations that will entail," said Norfleet.

Instructors introduce to students directives they will have to be familiar with as equal opportunity advisors and how they are applied, as well as the tools for interacting productively with the commanding general's key staff members. It's a time to refresh them on the existing equal opportunity climate in the Marine Corps.

"Marine Corps Service Specific is invaluable training for EOA's to walk into a unit and immediately have an impact and be an asset to a commanding officer," said Master Sgt. Michael P. McNeal, DEOMI instructor. "When they go out as EOAs, they are not going to an Army, Navy or Air Force unit. We're a little different, even though we share some of the same values."

Some of those differences involve operating systems used by Marine equal opportunity advisors. One system, called the Discrimination and Sexual Harassment Database or DASH, is used by advisors when handling formal equal opportunity complaints. Another tool, the Marine Corps Command Survey used, is used in addition to DEOMI's Military Equal Opportunity Climate Survey to measure attitudes on various equal opportunity subjects.

By giving students more exposure to the different systems and policies they'll use as advisors, trainers believe students leave better prepared to do their part in supporting the command and, in effect, the individual Marine.

Service Specific



Reserve/National Guard Bureau photos

Reserve, Nat. Guard students represent wide

By Maj. Reggie P. Fuller
Army Reserve Liaison

Students attending DEOMI's Equal Opportunity Advisor Reserve Component Course (EOARCC) are from all walks of life, from every part of the country, and represent four different Reserve components.

While undergoing the rigorous core portion of the course, students are combined in either a classroom lecture presentation or in small groups. During exercises and in further guided discussion, small group members learn about themselves and their counterparts.

After completing the course, which lasts slightly over two weeks, students break off into their respec-

SPECTRUM

tive components to undergo Service-specific instruction which lasts for approximately three days.

Each Reserve component is different in the way it administers its respective equal opportunity programs and in the procedures and responsibilities expected of the equal opportunity advisor (EOA).

Service-specific instruction, therefore, "fine tunes" the soon-to-be graduated EOA so that he or she may function immediately in that capacity. The training insures that they understand the nuances of their respective component's regulations.

Selected trainers, who

are representatives from each Reserve component headquarters, contribute to the EOARCC during this period.

Trainers, who combine with adjunct faculty who have already been at DEOMI for three weeks as group facilitators, provide instruction and information pertaining to any new initiatives and missions in equal opportunity. They also provide current equal opportunity information specific to their component.

Each Reserve component is different in the way it administers its respective equal opportunity programs and in the procedures and

responsibilities expected of the equal opportunity advisor. Service-specific instruction, therefore, "fine tunes" the soon to be graduated EOA in order that he or she may function immediately in that capacity and insures that they understand the nuances of their respective component's regulations.

While the motto of each Service may be different and regulations may contain different operating methods, the focus is that we are all members of the Total Force. Reserve and Guard EOAs have a tremendous responsibility to assume the mantle that their command's equal opportunity programs provides for infinite dignity and worth.

Service Specific

PEA ISLAND

from Page 27

Like their predecessors, the modern day crewmembers of the cutter *Pea Island* maintain their skills and regularly participate in an early morning fitness program.

Machinery technician Petty Officer 3rd Class April Reed says she has no problem with being one of six women aboard a patrol boat with 16 personnel and adds that she "loves the crew. They're my family here." She also enjoys the added responsibility of being on a cutter and the variety of work anyone coming out of 'A' school gets. In addition to her regular responsibilities, she's qualified as an in-port officer of the day, engineer of the watch and boat coxswain.

The aft portion of the vessel provides quarters for eight enlisted men. Petty Officer 3rd Class Clayton Karsten, another machinery technician, thinks having a

mixed-gender crew helps even outtemperaments. "Everyone is mindful that we're a military group and need to stay within those bounds," he said.

The group understands boundaries, in the broadest sense of the word. *Pea Island's* crew enforced a security zone off Longboat Key for former Vice President Al Gore during his visit last fall to Sarasota. The cutter worked in conjunction with the Secret Service and other enforcement authorities to ensure Gore would be kept out of harm's way.

The crew has also had a search and rescue case in which they helped a boat and its passengers, adrift at sea. The 35-foot craft was disabled 75 miles offshore when it lost communications with the group. *Pea Island* located the vessel and towed it to safety.

In between search and rescue cases, enforcing security zones, and dodging hurri-

canes, the cutter was also deployed for drug interdiction surge operations in the Caribbean. All of this took place in the first three months since the cutter moved homeports to St. Petersburg, Fla., in mid-August.

The primary difference between being based in Mayport and based in St. Petersburg, said

Hosmer, is that the *Pea Island* will now be spending twice as much time on drug enforcement operations.

One hundred and 20 years later, the cutter *Pea Island* is still as noteworthy as Etheridge and his station on the Outer Banks. The *Pea Island* continues to carry on the hard work, ingenuity and skill of the Coast Guard tradition. The *Pea Island* has made history and there is a lot in the name.

(Editor's Note: Article courtesy of *Coastline* newspaper, a publication of the U.S. Coast Guard, Seventh Coast Guard District, Miami, Fla.)

Army museum honors women veterans

Army News Service

After more than a year of construction, the U.S. Army Women's Museum marked its grand opening and dedication with a ribbon-cutting ceremony May 11 at Fort Lee, Va.

Acting Secretary of the Army Joseph Westphal welcomed visitors to the museum's opening and said servicemembers bring honor to the Army nationwide.

Formally known as the Women's Army Corps Foundation, the museum's first home was at Fort McClellan, Ala. It was there for 44 years until the post was closed in 1999. The museum was then re-established on the Quartermaster post, Fort Lee.

Fort Lee was the first WAC training post from 1948 to 1954 before the training moved to Fort McClellan, officials said.

Sgt. Maj. of the Army Jack Tilley encouraged audience members to shout "Hooah" during the opening in anticipation and excitement of the event. Tilley said women have always "held their own." Then the presentation of the U.S. Army Women's Museum Flag took place for the return of the Women's Army corps flag. Audience members watched as the color guard prepared the flag. One audience member said "Let it go."

The flag, at first slowly, then quickly, rose to the top of the flagpole. Afterward, hundreds of audience members watched the ribbon-cutting ceremony. The 13,325 square-foot museum was reconstructed, in part, to teach trainees and other soldiers about the history, traditions and role of women in the Army, officials said.

For more information, call (804) 734-4332 or visit the museum's web site at www.awm.lee.army.mil.



Photo by Sgt. 1st Class Derrick Crawford

Coast Guard's top enlisted visits DEOMI

Master Chief Petty Officer of the Coast Guard, Vince Patton III, speaks to Equal Opportunity Advisors Course students of Class 2001-01. He visited DEOMI March 26 as a guest speaker and also visited the Coast Guard Station Canaveral in Cape Canaveral, Fla.

Feagin illustrates prevalence of racism in America

Racist America; Roots, Current Realities, and Future Reparations

by Joe R. Feagin

By Dr. Lee Missavage, Ph.D.

DEOMI Librarian

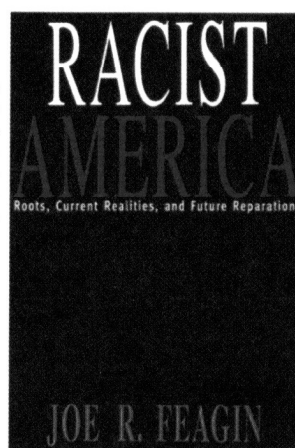
As we celebrate the 30th Anniversary of DEOMI, the racism which created this noble and unique military institution still thrives and perpetuates itself in almost every aspect of our daily lives according to Dr. Joe Feagin, a well known sociologist and expert on race relations.

Many Americans would deny that racism is as prevalent in this country as Feagin says it is. Some deny that it exists at all. However, Feagin presents evidence of racism on every page, and gives examples that illustrate its prevalence in all aspects of our lives.

Most DEOMI alumni and staff will recognize Joe Feagin as the author of *Racial and Ethnic Relations*, a book used extensively in the DEOMI curriculum since it was first published in 1978. Feagin is Professor of Sociology at the University of Florida, and currently President of the American Sociological Association.

Other books by this author which reflect his lifelong interest in the scientific study of racism and oppression include: *Discrimination American Style; Institutional Racism and Sexism* published in 1986, *Living with Racism; The Black Middle-class Experience* in 1994, *White Racism; The Basics* in 1995, and *The Agony of Education; Black Students at White Colleges and Universities* in 1996.

As indicated by the subtitle, *Racist America* presents a clear picture of the past, present, and future of racism in the United States as Feagin views it from his unique perspective as a social scientist who has studied the issue of racism for many years. This picture will reveal few secrets to members of minority



"The American house of racism has been remodeled somewhat over time—generally in response to protests from the oppressed—but its formidable foundation remains firmly in place."

groups, but Feagin shines a light on the depth and breadth of racism. Its pervasiveness in all aspects of our society should shock those readers who have not experienced it personally.

Feagin uses facts and figures effectively to validate his arguments. For example, he points out that between the years 1600 and 1820, there were 850,000 Europeans who immigrated to America, while 8 million Africans were brought in as slaves.

Feagin provides a comprehensive explanation of the European origins of American racism in the 1400's with the beginning of the slave trade. He shows how economic and social forces worked to make slavery one of the most important factors in the expansion of capitalism in the United States. And with slavery came the intellectual justification for it — racism.

As for the future of racism in this country, Feagin is not very optimistic. He says, "It appears that few white Americans have ever envisaged for the United States the possibility of a truly just and egalitarian democracy grounded solidly in respect for human rights."

Feagin believes that the Universal Declaration of Human Rights is a tool that might be used more often to combat racism. Feagin concludes that eliminating racism requires more than "removing inequalities and disparities in existing institutions." He says, "The full eradication of racism will eventually require the uprooting and replacement of the existing hierarchy of racialized power."

In the meantime, DEOMI's mission continues ... perhaps for another 30 years.

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